

**Training Module #9:**



# **Preparing For Promotion: Workplace Credibility**

# Introduction

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This print module was produced by the Michigan Judicial Institute (MJl) specifically for Michigan Court Support Personnel.

The intent of this print module is to assist court employees to:

1. Recognize that each employee plays a key role in the success of the court.
2. Understand that how they handle any given situation today impacts their potential for future success.
3. Identify the personal attributes, interpersonal skills, and work ethic within the court that contribute to success and career advancement.

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“Whether you know it or not,  
decisions about  
your future  
are based on  
how you handle  
any given part  
of your job  
TODAY.”

*“Becoming The Obvious Choice”*  
by Bryan Dodge and David Cottrell

# The Language of Promotion

**Draw a line from the word in the first column to the correct meaning in the second column.  
Answers can be found on next page.**

1. Interpersonal Skills	A. The most frequently under-used communication skill.
2. Personal Attributes	B. Trustworthiness, competence, enthusiasm, open-mindedness
3. Work Ethics	C. Ability to listen, relate, resolve conflict, and work with others
4. Communication	D. Combination of interpersonal skills, personal attributes, and work ethic
5. Attitude	E. Seeing the glass as half full or half empty
6. Big Picture	F. 80% of the workday is spent using this skill
7. Leadership	G. A broad picture that reflects the organization overall
8. Integrity	H. Ability to see the big picture
9. Time Management	I. Ability to move others to action
10. Collaboration	J. To work jointly with others in a cooperative, productive, and respectful manner
11. Credibility	K. Dedication, pride, fairness, respect
12. Listening	L. Fairness, honesty, trustworthiness
13. Commitment	M. Passion, dedication, perseverance
14. Vision	N. Planning and prioritizing tasks

SOURCE: MJJ Regional Court Support Training 2001

# Actions for Promotion

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So you've been at your job for five years, and you're great at what you do. You know how to do the work and are often called upon to help. You get a raise every now and then, but what you really want is a promotion. Why is it not being offered to you? Here are some things to think about.

1. **MODEL A POSITIVE ATTITUDE.** The number one employability skill is positive attitude. Managers often comment, "Give me a person with a positive attitude and I can teach them the skills." Bad attitudes can threaten the essential functions of your workplace. They spread like viruses from individual employees through departments and can infect entire organizations. Once an attitude virus begins to spread, it can become an organizational epidemic in no time.

The following characteristics are a reflection of attitude:

- Physical appearance
- Dress
- Eye contact
- Tone of voice
- Helpfulness and Courtesy

2. **TAKE ACTION.** Go above and beyond your regular duties and responsibilities. If there is an issue that needs resolution, get involved and take the initiative to resolve it.
3. **CONTINUOUSLY EXPAND YOUR KNOWLEDGE.** Often organizations are willing to pay all or a great portion of the costs for classes—take advantage of it! If your court won't provide funding and your personal budget is an issue, visit the local library or do research on the Internet. There are numerous courses, books, tapes, conferences and seminars that are free or very inexpensive! Join a professional organization. Network with others in your profession. Stay on top of new trends and doors will open for you.

ANSWERS TO PREVIOUS SLIDE:

1C 2B 3K 4F 5E 6G 7I 8L 9N 10J 11D 12A 13M 14H

# Actions for Promotion

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*continued*

4. **DEFINE YOUR GOALS AND SET OUT TO ACCOMPLISH THEM.** Do you know the specific position to which you would like to be promoted? What does it take to be considered for it? You might be able to discuss training opportunities with your human resource department. Let them know you are interested in a position and willing to work for it.
5. **ASSESS YOUR ACCOMPLISHMENTS.** What great things have happened at your court because of your efforts? Remember, these outcomes need to be specific and, whenever possible, measurable. An excellent strategy is to develop a personal career portfolio or "brag book." Neatly compile records of all work-related achievements, samples of exceptional work, letters of recognition, and other documents that demonstrate good job performance. This portfolio can be used during interviews for a new job or promotion.
6. **REMEMBER TO NETWORK.** This cannot be emphasized enough. Others have a great amount of power in helping us move up the ladder. Increase your organizational awareness. Learn about all the departments and their goals and what they are doing to reach their goals. Act as though you fit the part of the position you seek—dress, speak and act professionally.
7. **BE PROACTIVE.** Use the performance review process as a time to ask your boss about your future with the organization. Let your supervisor know that you are interested in progressing and learning more. Demonstrate your ability to handle additional responsibility. Point out your past successes with the organization.

BASED ON: "Seven Ways To Get That Promotion" by Lori White, [www.thirdage.com/news/archive](http://www.thirdage.com/news/archive)

# Preparing for Promotion Means Never Saying . . .



## **“They didn’t get back to me.”**

Expecting someone to get back to you stops the action. You need to take the initiative and make it happen. If someone doesn’t get back to you as scheduled, contact them again.

## **“I thought someone else was taking care of that.”**

Excuses indicate a roadblock to action. Always ask questions and confirm who is doing what in order to keep things moving.

## **“No one ever told me.”**

Let a supervisor hear you talk this way and you will have made a very clear statement about the way you work. You operate in a tunnel oblivious to what is happening around you. It’s your job to know what is happening in your work environment.

## **“I didn’t have time.”**

If you find yourself saying things like this you are writing your employment obituary. You need to be pro-active and identify ahead of time those tasks that may not get accomplished as scheduled and let your supervisor know BEFOREHAND, not after.

## **“That’s not my job.”**

This statement indicates self-centeredness and a lack of commitment to the organization. If there is a job to be done—do it—you will be rewarded.

SOURCE: Communication Briefings: Ideas That Work *“Never Say These Things”* Volume XV, Number II

# Xvxry Pxrson Is Important

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**One manager lets employees know how valuable they are with the following member:**

You Arx A Kxy Pxrson

Xvxn though my typxwritxr is an old modxl it works vxry wxll -xxcxpt for onx kxy. You would think that with all thx other kxys functioning propxrly, onx kxy not working would hardly bx noticxd; but just onx kxy out of whack sxxms to ruin thx wholx xffort.

You may say to yoursxlf - wxll, I'm only onx pxrson. No onx will noticx if I don't do my bxst. But it doxs make a diffxrxncx, bxcausx to bx xffxctivx an organization nxxds activx participation by vxxyonx.

So thx nxxt timx you think you arx not important, rxmxmbxr my old typxwritxr. You arx a kxy pxrson.

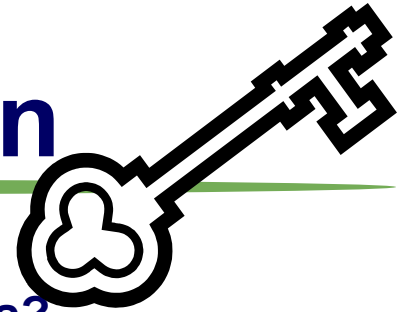


HINT: If you are having trouble reading the above document, change the letter "x" to an "e" .



# Your Role as a Key Person

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**How have you contributed to your organization's success?**

1. What has been your most recent workplace success?
2. What actions did you take that contributed to your success?
3. How did your peers or supervisor contribute to your success?
4. What personal skills or abilities did you utilize in this effort?
5. What results can you measure or document in writing?
6. Who knows about your success? Who should know? How can you make them aware?

If you are unable to respond to Question #1, you need to think about how you are (or are not) using your strengths in your current environment. What do you do best? How can you put your strengths to use in the environment in which you presently work? If you respond with "I can't!", then you need to think about how well-suited your job is for you and how well suited you are for your job.

# Advice from the Workplace Sage

***“The strongest human emotion is neither love nor hate but the unquenchable urge to share a secret.”***

Never talk about confidential matters in the elevator, rest rooms, or elsewhere. There is a reason that this information is confidential! Don't compromise yourself or your position by the urge to share!

***“Life isn't fair—even in the workplace!”*** Somebody else may have gotten that raise you deserve, office you covet, or more credit. Don't whine about it. Accept the knocks with grace. It won't go unnoticed.

***“If you don't know the answer to a question, say so along with — ‘But I will find out.’”***

If you make a mistake, admit it. If you owe someone an apology, apologize. Don't guess, don't bluff, don't bluster.

***“If you are in over your head, never be too scared to admit it.”***

The rule of thumb is, if you think you're in trouble, you probably are. So don't let the situation snowball. Ask for help. You'll discover that most people are willing to assist you.

***“Don't underestimate your bosses' knowledge, intelligence, or awareness of what's going on.”***

Speak as if all are listening. Act as if all are watching, for in actuality, they are.



***“Don't be afraid to get your hands dirty.”*** Being a member of the team means you take your turn in doing those less-than-pleasant tasks once in awhile.

BASED ON: “Training” by Michael Maxtone-Graham, Lakewood Publications, Inc., 50 South 9th St., Minneapolis, MN 55402

# ABCs of Attitude

Circle the letter that is most accurate.

1. How would your colleagues describe your attitude in the workplace? Do they see you as:
    - a) Someone whom they need to approach carefully as your attitude can often be toxic?
    - b) Someone who generally has a positive attitude?
    - c) Someone who is positive and encourages others to be positive as well?
  2. How often do you compliment your colleagues?
    - a) Never
    - b) Rarely
    - c) Regularly
  3. Do you think positive behavior can affect other people's motivation at work?
    - a) Unlikely
    - b) Possibly
    - c) Definitely
  4. Can having a positive attitude affect your own productivity level?
    - a) Unlikely
    - b) Possibly
    - c) Definitely
  5. Do you dress appropriately for the job?
    - a) Sometimes
    - b) Most times
    - c) Always
  6. How would your customers rate the interaction they have with you?
    - a) Unsatisfactory
    - b) Satisfactory
    - c) Good
  7. Do you go beyond the call of duty to get the task done?
    - a) Never
    - b) Rarely
    - c) Regularly
  8. Do you support your boss / supervisor and go out of your way to make him / her look good?
    - a) Never
    - b) Rarely
    - c) Regularly
  9. Do you speak critically or gossip about your co-workers or management?
    - a) Regularly
    - b) Rarely
    - c) Never
  10. Do you agree that relationships in the workplace can be as stressful/demanding as personal relationships?
    - a) No
    - b) Not sure
    - c) Yes
- Now, count how many "A's" you selected and write the number below. Do the same with the "B's" and "C's".

You selected: \_\_\_\_ "A's" \_\_\_\_ "B's" \_\_\_\_ "C's"  
(Total of A+B+C = 10)

Circle the letter with the largest number and refer to the next page.

# ABC's Results

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## **If you chose mainly “A’s”**

If you designated mostly "A's" in response to these questions, you have some serious thinking to do. You may be the most highly-skilled person in the organization, but your choice of “A’s” in this questionnaire indicates a poor attitude. You will probably not see a promotion anytime soon without significantly changing your beliefs and behaviors in the workplace. In fact, if the organization is facing challenges such as a tight budget, your name will probably surface as one who could be replaced.

## **If you chose mainly “B’s”**

You may have the potential but you are holding yourself back for reasons only you know. You are moving through each day with minimal effort, unaware of how you are impacting those around you. Stop and examine what you expect from your job and what the job expects of you. If this is not a good match, think about alternatives.

## **If you chose mainly “C’s”**

You appear to be making a positive contribution to the workplace as far as people skills and positive attitude. Keep up the good work! Having a positive attitude and impacting those around you in a positive way are the first steps toward promotion.

# The Importance of Supporting Management

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## WHY IS THIS IMPORTANT?

Supporting the management team is one **visible** way that others can recognize your ability to see ALL sides of any issue. It's very easy to make management the "bad guys". Don't fall into that trap. Managers have their own set of pressures and challenges related to their positions. We each need to contribute to the efforts of the management team in order for them to be effective for the organization and us as employees.

## WHO DOES IT AFFECT AND HOW?

### Yourself:

1. Provides you the opportunity to focus on the positive.
2. Broadens your vision by focusing on the organization as a whole.
3. Gives you practice in the ability of seeing all sides of the problem — the "big picture".

### Peers:

1. Helps your peers see problems and you in a different light.
2. As they see you in a different light, so may they envision you (and your positive impact) in a different job role.

### Management:

1. By supporting management, you build trust as they see you taking a positive role of support and assistance.
2. People have a tendency to trust and support those who they see trust and support them.



SOURCE: Submitted by Cindy Rude, Juvenile Register, Calhoun County Probate Court

# Hot Tips for Appearance

The theory behind dressing down is that comfortable employees will work more productively and be happier on the job. But does casual clothing project the image YOU want?

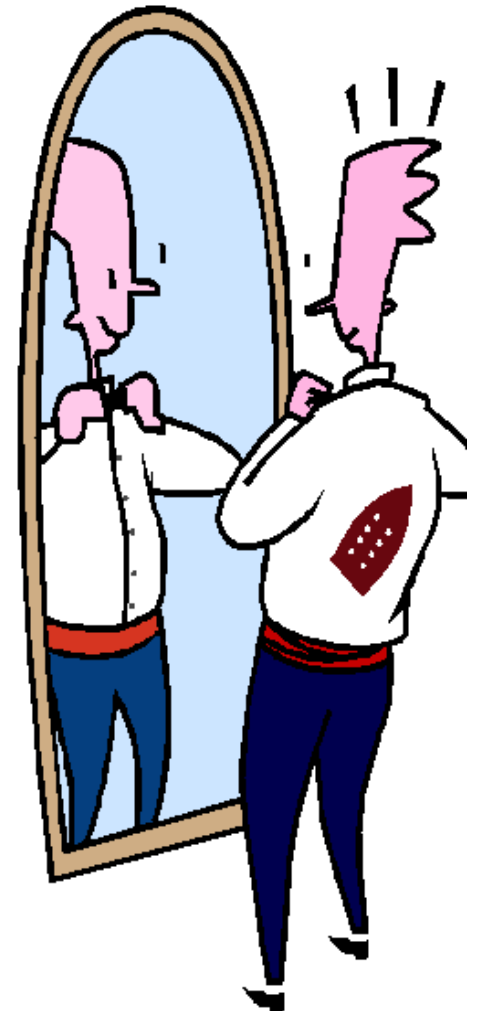
Here are some suggestions if you work in an office with a relaxed dress code:

Put casual dress into two categories: careful casual and careless casual. You can, for example, wear casual clothing that has a tailored look rather than a sloppy look—this is “careful casual”. “Careless casual” suggests that you don’t care, and that’s not the workplace image you want to communicate.

Consider the impression you’re making. Worn-out jeans or stretch pants and a souvenir T-shirt don’t project an image of workplace success. Dress as if you’re meeting friends for dinner, not as if you’re preparing for spring cleaning. Even in the most relaxed work environment, you never know when you will be called upon to appear before a group or key individual.

Think “new.” Casual should not equal old. Out-of-style choices give others the impression that you—and your ideas—are also outdated. Instead, select clothing that reflects who you are—someone who stays on top of current trends and whose ideas are progressive and forward-looking.

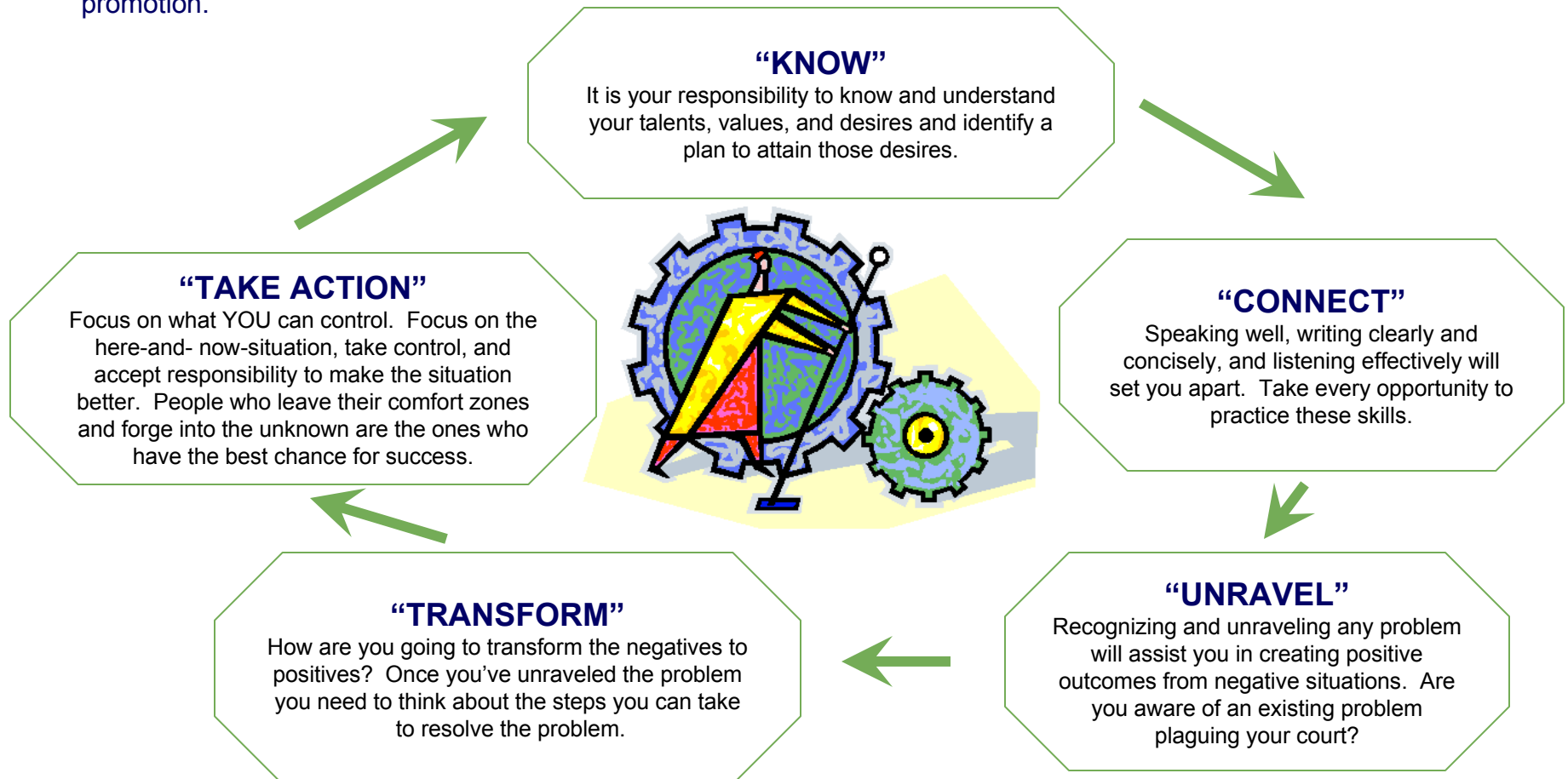
Consider corporate culture. Take your casual dress cue from upper management and your company culture. Emulate their style, but don’t become a carbon copy. Your style still needs to reflect your individual personality.



SOURCE: Publication: “*Communication Solutions*” 800-220-8600

# Becoming the Obvious Choice for Promotion

The best preparation for tomorrow is to do today's work superbly well. Following the steps below will position you for that next opportunity for promotion. Reviewing each step regularly will assist you in becoming the obvious choice for promotion.



SOURCE: *“Becoming the Obvious Choice”* by Bryan Dodge and David Cottrell

# What Is Your Promotion Effectiveness Quotient?



**INSTRUCTIONS:** Rate yourself from one to five on the following items, with five being the highest. Then tally up your total points. Locate your scoring range from the options at the bottom of this page.

1. I am considered by my supervisor to possess skills that are critical to the success of the organization.	1 2 3 4 5
2. I have a sense of satisfaction that my work is important and appreciated.	1 2 3 4 5
3. I let others in my organization know how I can contribute to their success on any project or initiative.	1 2 3 4 5
4. I am loyal and supportive of my organization and my coworkers.	1 2 3 4 5
5. I am aware of how others in the organization perceive me.	1 2 3 4 5
6. I am conscious about behaving according to the outcomes I desire.	1 2 3 4 5
7. I regularly assess my career progress and make plans to get to the next step.	1 2 3 4 5
8. I understand and build on my most marketable areas of expertise.	1 2 3 4 5
9. I make it a habit to build relationships with colleagues within and outside of my organization.	1 2 3 4 5
10. I have a reputation as someone who can be sought out for assistance and is known to contribute both personally and professionally to the work environment.	1 2 3 4 5
SCORE:	

SCORING YOURSELF: 40-50 Points: You are highly effective. 25-39 Points: You are somewhat effective.  
Below 25: You need to pay attention to your career. SOURCE: Right Management Consultant, [www.envoyco.com](http://www.envoyco.com)



# What Is Your Promotional Strategy?

**INSTRUCTIONS:** Evaluate your promotional strategy by responding to the following statements  
Use the following scale: 4 = agree strongly; 3 = agree; 2 = disagree; 1 = disagree strongly

- \_\_\_\_\_ 1. I have a strong desire to be promoted.
- \_\_\_\_\_ 2. I have a specific position or level that I wish to attain in the next ten years.
- \_\_\_\_\_ 3. I have identified a plan of education and training that will help me attain my promotional goals.
- \_\_\_\_\_ 4. I have prioritized my free time to insure that I meet my training and educational requirements.
- \_\_\_\_\_ 5. I make it a practice of accepting additional responsibilities at work.
- \_\_\_\_\_ 6. I am active in a professional organization and/or community activities.
- \_\_\_\_\_ 7. I work hard to have compatible relationships with coworkers at all levels.
- \_\_\_\_\_ 8. I spend most of my work time on job activities that contribute most to my performance goals.
- \_\_\_\_\_ 9. I frequently visualize successes at work.
- \_\_\_\_\_ 10. I typically approach difficult jobs as though it is impossible to fail.
- \_\_\_\_\_ 11. I recognize there are times when my court is just not in a position to give promotions.
- \_\_\_\_\_ 12. I check my progress annually and make revisions as necessary.



ANSWERS TO SELF-CHECKLIST: Total your points. 40 or more = very good promotional strategy; 34 to 39 = above average strategy; 26 to 33 = below average strategy; 25 or less = poor strategy. SOURCE: Applied Management Newsletter @ [www.mgmtlibrary.com](http://www.mgmtlibrary.com)

# Promotion Planning Worksheet

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**Answer the following questions about yourself:**

1. What position in your organization would you like to attain? (Be specific.)

\_\_\_\_\_

2. List the five most important skills or abilities AND five shortcomings that you have, related to that position.

Skills or Abilities

Shortcomings

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Identify an educational and training program that would help you build on your strengths and reduce EACH of your shortcomings.

\_\_\_\_\_  
\_\_\_\_\_

4. Identify professional organizations and/or community activities in which you might want to be involved.

\_\_\_\_\_  
\_\_\_\_\_

5. Develop a calendar for reviewing your progress and, if necessary, revising your plan (once a year, every six months, every two months, monthly). Mark those dates on your calendar. Review the answers you gave for each question, making sure that all still hold true. Make changes where needed in order to reach your goal.

SOURCE: "How You Can Be Promoted" by Dr. Gerald H. Graham, [www.mgmtlibrary.com](http://www.mgmtlibrary.com)

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The greatest waste of our natural resources  
is the number of people who never achieve their potential.  
Get out of that slow lane. Shift into that fast lane.  
If you think you can't, you won't.  
If you think you can, there's a good chance you will.  
Even making the effort  
will make you feel like a new person.  
Reputations are made by searching  
for things that can't be done and doing them.  
Aim low: boring. Aim high: soaring.

*United Technologies Corporation*

# Website with Additional Resources

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## Self-Assessments for Personal and Professional Developments

[www.mapnp.org/library/prsn\\_dev/assess.htm](http://www.mapnp.org/library/prsn_dev/assess.htm)

- **Assessment About Your Risk-Taking Style**
- **Behavioral Styles**
- **Organizational Toxicity Test**
- **Personal Flexibility Assessment**
- **Site with numerous on-line personality assessments**
- **On-Line Intelligence Tests**
- **Identify Your Strengths and Weaknesses**
- **The Big Personality Profile**
- **Peak Performance Self-Evaluation**
- **Blake and Mouton Management Grid—Self-Assessment**
- **Assessing Your Learning Style**
- **Skeptic's Dictionary: enneagram**
- **Keirsey Temperament and Character Web Site**
- **Myers Briggs Type Indicator (MBTI)**
- **Team Builders Plus—team building, leadership development**
- **101 Things To Work On With Your Coach**
- **psi—personalstyle softinfo**
- **www.careers—Self-evaluation Checklist**
- **Enneagram Personality Dynamics**
- **HumanMetrics—Internet online human relationships tests, personality tests**
- **Myers-Briggs Personality Types and Careers**
- **Extroverts are obnoxious and arrogant—Introverts are snobby and aloof**
- **IQ Tests. Test your intelligence with these I.Q. Tests**
- **Career Management**
- **Straight Talk**
- **Communications Sensitivity Survey**

# The Traits of Successful People



Experts have noticed several traits that successful people carry out, regardless of the organization or position in which they work.

## Successful people...

- ★ ... make others feel important and appreciated. Taking the time to express appreciation for those you work with offers a huge payoff. Recognizing people for their contributions builds relationships and teamwork. You will find they return the acknowledgements for your efforts.
- ★ ... follow the golden rule. Treat others as you enjoy being treated—a simple rule to live by.
- ★ ... practice honesty. Be upfront with people. If you are not seen as a credible person you will not be looked at as a valuable asset to the organization.
- ★ ... are visible. Talk to people. Ask questions. You will gain new insights find new opportunities as you learn more about the organization and others learn about you.

SOURCE: Based on the article: *"The 7 Traits of Effective Leaders"* The Manager's Intelligence Report

# When Obstacles Get You Down

Remember there were other now well-known individuals who also struggled for recognition and success. Try, try, again!

**WALT DISNEY** was fired by a newspaper for lacking ideas. He also went bankrupt several times before he built what today is Disneyland.

**BEETHOVEN** handled the violin awkwardly. His teacher called him hopeless.

Eighteen publishers turned down **RICHARD BACH's** story "Jonathon Livingston Seagull" before it was published and sold more than 7 million copies.

After **FRED ASTAIRE's** first screen text, a 1933 memo from the MGM director said "Can't act. Slightly bald. Can dance a little." Astaire kept that memo over the fireplace in his Beverly Hills home.



# Venting vs Spewing

We all have times where we experience such built up frustration that we feel a need to “blow”. We have two choices:

## VENTING

### What is it?

Concept of pressure cooker”



- ❖ To release steam from within to avoid an explosion
- ❖ True venting is “internal focused” to release from WITHIN and is characterized by “I” statements.
- ❖ Examples: “I could just scream. I am so frustrated. This is not one of MY better days.”

### Results: POSITIVE

- ❖ Releases inner frustration
- ❖ Focuses on self.

## SPEWING

### What is it?

Concept of “toxic dump”

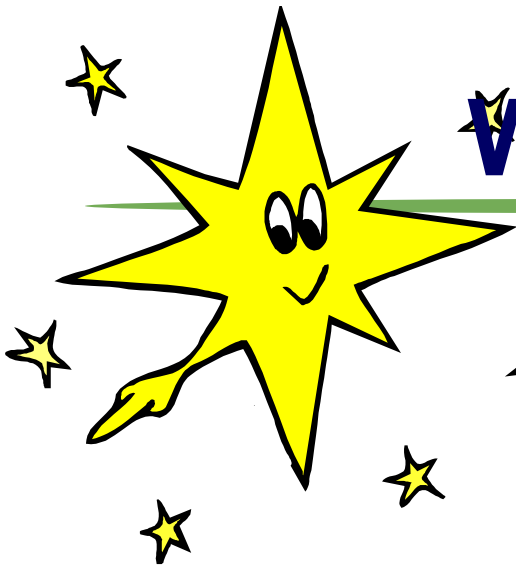


- ❖ To “dump” on someone else
- ❖ Spewing is “externally focused”
- ❖ Characterized by “he / she” statements.
- ❖ Examples: “He makes me so mad. She is such a b... You won’t believe what they did.”

### Results: NEGATIVE

- ❖ Creates negative force toward another.
- ❖ Leads to “me-against-them” mentality.
- ❖ Fuels gossip and negativity.

*Next time you find yourself “venting”, ask yourself, “Am I really venting?”*



# What It Takes to Be a Star

It doesn't take a creative genius or a strong personality to become a star at work. While researching his book, *How To Be A Star At Work: Nine Breakthrough Strategies You Need To Succeed*, author Robert Kelly found that star performers:

1. **Show initiative.** Star performers go beyond the minimums. They solve the problems and get involved in projects without worrying whether an activity is in their job description. Stars also find ways to fill the “white space” in the organization—areas which aren't designated as anyone's responsibilities.
2. **Practice leadership.** Few people reach top positions such as CEO or Board Chairperson. But everyone can demonstrate leadership by contributing to the team's momentum and resolving problems as they arise. Support and service ARE acts of leadership.
3. **Value diversity.**
4. **Deliver your message to the right people, at the right time, in the right way.** The “when”, “where”, and “how” is as important as the “what”.

SOURCE: Communication Solutions, “*Boosting Personal Performance*”